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TO : Assistant Deputy Director (Administration)  
 FROM : Chief, Procurement and Supply Office  
 SUBJECT: Proposed Transportation Division Reorganization and T/O

1. PROBLEM. To reorganize the Transportation Division as well as to provide an adequate staff to effectively meet the increasing world-wide transportation requirements of the Central Intelligence Agency.

2. FACTS BEARING ON THE PROBLEM. The present organization of the Transportation Division (Tab A) consists of the following:

Office of the Chief	3
Travel Branch	13
Shipping Branch	7

In addition to the above, there are included in the present organization a Garage Superintendent and 18 heavy-duty truck drivers. These were formerly assigned to the Motor Pool Branch, Transportation Division, Administrative Services.

This Office has made a study of the present organization of the Transportation Division, its functions, workload, and personnel. The study reveals that the Division is understaffed, both quantitatively and qualitatively, with a particularly acute lack of supervisory personnel having transportation experience. Our analysis of the problem, moreover, confirms the observations and conclusions made by Colonel [REDACTED], TC, in his staff study dated 13 June 1952 (Tab B).

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The proposed organization and T/O (Tab C) is the result of the survey made by this Office to determine what is necessary to place the Transportation Division in a position to meet the expanding transportation requirements of the Agency. Unfortunately, no standard operating procedures have been developed for this Division, and no up-to-date or adequate statistical data reflecting current workload, costs, performance, etc. are available. However, the available statistical data reflects an increase of 63% in number of travelers moved during fiscal year 1952, with an increase of 11%, or 1 employee, in number of personnel responsible for movement of employees and dependents for same period. Sixty-one per cent of the total travel for that period was by air, 31% rail, and 8% sea. During a five-month period ending 30 June 1952, there was an increase of 82% in number of space requests for both cargo and household effects.

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3. **DISCUSSION.** At the present time there is no one on the staff of the Transportation Division fully qualified by broad transportation experience to head up the Division and to give it effective guidance. Furthermore, there has been inadequate provision made for personnel necessary to render essential staff support and to control personnel travel and cargo movements. No provision has been made for personnel to supervise, train, assign, and evaluate fitness and special qualifications of the 18 truck drivers, or to maintain the 23 vehicles assigned to this Office.

The proposed T/O (Tab C) provides for a staff increase of 59 personnel. This increase includes personnel for: supervisory positions of top level transportation specialists, control functions, truck maintenance, stenographic and administrative support, as well as the additional operating personnel necessary to eliminate the present understaffing situation and to handle the increasing workload. The organization chart of the Transportation Division (Tab C) indicates how these personnel are to be allocated. In addition to the increased number of positions, the proposed T/O provides for grade levels commensurate with duties and responsibilities. Justification of this proposed T/O, together with a brief synopsis of the duties and responsibilities of the new categories of positions added, are given in Tab D.

4. **CONCLUSIONS.**

- a. That the present organization of the Transportation Division has not kept up with the expansion of the Agency, insofar as the number of people traveling and the volume of material to be moved.
- b. That the present organization of the Transportation Division contains no top level transportation specialists and no administrative personnel to maintain and prepare adequate, consistent, and current statistical data.
- c. That the proposed reorganization, as reflected by the organization chart (Tab C), will provide strength where weakness now exists in executive direction, movement control and administrative support.
- d. That it is the considered judgment of this Office that the proposed T/O for the Transportation Division as set forth in Tab C, represents the minimum personnel requirements necessary for effective operation.

5. **RECOMMENDATIONS.**

- a. That the proposed reorganization and T/O for the Transportation Division be approved at the earliest possible date.
- b. That procurement action for personnel be expedited as a matter of utmost urgency.

JAMES A. GARRISON  
Chief of Procurement and Supply

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ANNEXES:

- Tab A T/O of Transportation Division, Administrative Service
- Tab B Staff Study on Transportation by [REDACTED]
- Tab C Proposed Organization and T/O of Transportation Division
- Tab D Justification of Proposed T/O for Transportation Division

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ACTION BY APPROVING AUTHORITY:

Date AUGUST 28, 1952

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